



# STONEWALL TOP 100 EMPLOYERS 2011

## THE WORKPLACE EQUALITY INDEX



## A FEW WORDS FROM OUR EMPLOYER OF THE YEAR



"It is very hard for me to describe how proud I am that the Home Office has been recognised by Stonewall as its Top Employer on the Workplace Equality Index 2011. In 2007, we embarked on a journey to ensure the department's work on equality was systematic and widespread across all our responsibilities. It is this approach of driving continual improvements in the way we deliver our services and support our staff that I feel has led to us achieving this recognition."

The Home Office has for many years seen the importance of embedding good equality and diversity practice in the workplace and in the services we deliver to the public. This of course, does not go without challenges and difficulties.

In the last three years, we have been driving the board's Diversity Strategy. What this has meant in practice is that we have improved our processes and established clear lines of accountability through a governance model, with a view to driving cultural change in the organisation.

Significant achievements for us in that period included declaration rates going from 23 per cent to 97 per cent on sexual orientation, specific positive action programmes for lesbian, gay and bisexual (LGB) staff, establishment of an LGB representation target in our senior grades, significant investment in raising the department's profile within LGB communities, clear action planning on tackling homophobic hate crime and responding to Stonewall's review on LGB asylum seekers.

Of course, it takes a lot of hard work and perseverance to make significant and lasting differences on LGB equality, involving a cross-section of people and teams. However, it has been SPECTRUM, our staff network for LGBT staff that has really driven and championed a lot of the progress that is now evident in the Home Office and I am grateful for their contributions. They were rightly recognised as the top staff network of the year in 2009 by Stonewall.

My thanks and congratulations also goes to Stonewall for their support and advice as critical friends in driving LGB equality, not just in the Home Office, but with all those organisations who have taken part in the Index.



Sir David Normington KCB  
**Permanent Secretary**  
**Home Office**

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## STONEWALL TOP 100 EMPLOYERS 2011



I'm delighted to introduce the Stonewall *Top 100 Employers 2011*, the seventh annual guide to Britain's top gay-friendly employers, based on our comprehensive Workplace Equality Index. Every year we recognise the pioneering efforts of leading businesses to create workplaces where lesbian, gay and bisexual (LGB) people can reach their full potential.

The confidence of openly gay business leaders and public servants has raised the aspirations of LGB people entering the labour market, and gay people have never been more demanding of their employers. In an environment where the battle for talent is as fierce as the focus on market share, we are proud to showcase employers giving themselves the edge in the marketplace. A coveted place in the Stonewall Top 100 Employers has become a litmus test for organisations' performance in equality and diversity, and an important part of building an organisational brand that meets the demands of ethical consumers.

With tougher competition than ever, congratulations are due to all of the employers in this report. Taking part in the Workplace Equality Index is a commitment to LGB employees, customers and service users. It is a sign that even in challenging economic circumstances, leading private, public and third sector employers are choosing to recruit, retain and develop the very best talent. Stonewall is committed to working with employers to develop and share cutting-edge diversity practice, and we look forward to continuing this work in 2011 and beyond. In 2012, our Workplace Equality Index criteria will be revised and updated to continue to challenge Britain's employers and to encourage even better practice.

Ben Summerskill  
**Chief Executive**

## INTRODUCTION

Members of Stonewall's Diversity Champions good practice programme for employers are leading the way in good employment practice. Every employer in the Top 100 is a member of our Diversity Champions Programme.

These trailblazers recognise that treating lesbian, gay and bisexual (LGB) staff fairly and fostering inclusiveness in the workplace benefits whole organisations in several ways.

The Equality Act – which came into effect on 1 October 2010 – protects Britain's 1.75 million estimated LGB employees from discrimination and harassment in the workplace. At Stonewall we know that gay people who can be themselves at work are more productive, creative and loyal. Gay people are increasingly choosing to take their talents to employers who recognise that inclusive workplaces make good business sense. In addition, having an inclusive workplace strengthens your brand in lucrative markets and helps to set you apart as industry leaders.

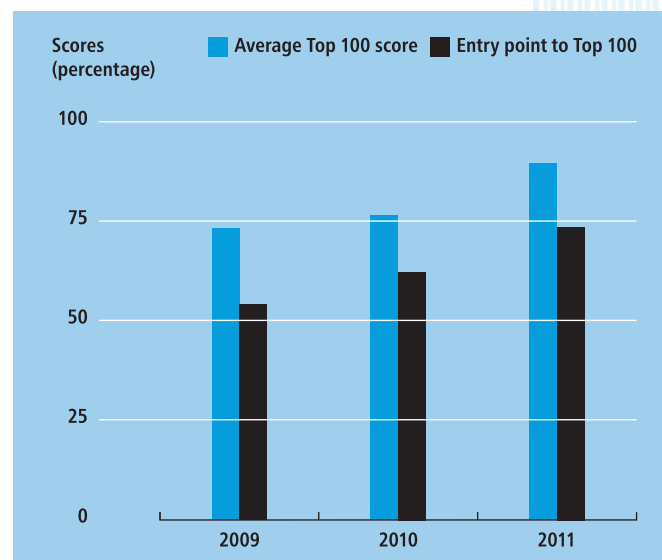
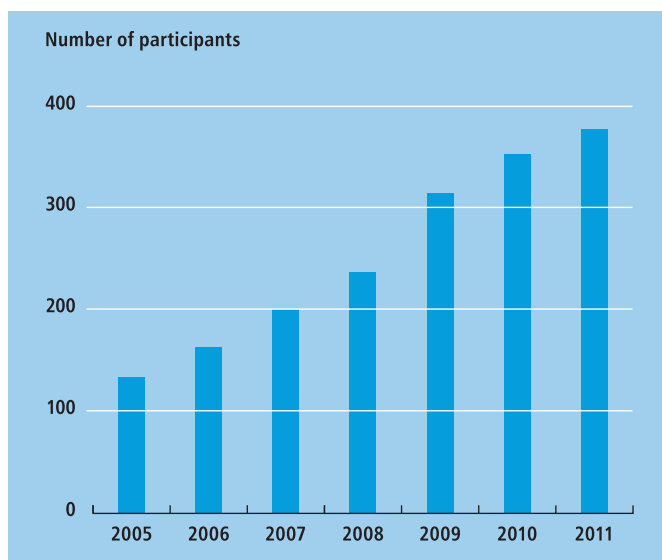
The *Stonewall Top 100 Employers 2011* has been compiled from submissions to our annual Workplace Equality Index, now in its seventh year. Since 2005 we have recognised the efforts of Britain's leading employers to help LGB people find safe and inclusive workplaces.

The Index is Britain's leading tool for employers to measure their efforts to tackle discrimination and create inclusive workplaces for lesbian, gay and bisexual staff. In 2011, 378 leading employers – from all over Britain and 25 industries – entered the Index, making it the most competitive to date.

Submissions to the Index are assessed against 109 individual criteria across 25 questions, divided into eight areas of good practice. Each section is carefully weighted to reflect their impact on workplace culture. The full criteria – and case studies from Britain's top gay-friendly employers – are explored in depth on pages 10 to 23.

To compile our list of the Top 100 Employers, we mark every submission twice to guarantee that our process is rigorous, and accurately reflects each organisation's commitment to LGB inclusion. This process pinpoints the organisations that are doing the most to make their workplaces, processes and experiences inclusive, for staff, clients and stakeholders alike. As an extra measure of scrutiny, we conduct a face-to-face consultation with over 20 of the highest-scoring employers.

Stonewall has been working with Britain's leading employers for lesbian, gay and bisexual staff as part of our Diversity Champions Programme since 2001, and the Index is actively marketed to the programme's 600 members. In the tenth year of the programme, we are delighted to recognise the ongoing progress of organisations striving to achieve the full potential of all of their staff.



## AWARD WINNERS 2011

### EMPLOYER OF THE YEAR

#### HOME OFFICE

Stonewall's Employer of the Year for 2011 is the Home Office. The department has been a consistent high performer in the Index for a number of years, winning Network Group of the Year in 2009 and ranking as the top government department every year since 2007.

As a major employer, the Home Office understands the importance of truly embedding equality and diversity into everything it does. In difficult financial times, the organisation recognises that it is essential to get the most out of its employees by ensuring that everyone is able to perform to their full potential.

As well as its solid base of specifically inclusive policies, the Home Office excels in ensuring that lesbian, gay and bisexual (LGB) staff are represented and supported. This is achieved through senior leadership and the exceptional efforts of the Home Office lesbian, gay, bisexual and transgender (LGBT) Network Group, SPECTRUM.

The Home Office recognises that gay staff need to be supported and have a voice, above and beyond a representative workforce. In recognition of the fact that the experience of gay staff may differ depending on their location around the UK, the organisation makes efforts to ensure that SPECTRUM has as great a reach as possible in different regions. SPECTRUM also launched a campaign called 'Here Come The Girls' involving visible women from within the Home Office, as well as celebrities, to address the lack of visible gay and bisexual women in workplaces. The campaign played on plasma screens within the Home Office and also gained external publicity in publications such as *Fyne Times* magazine.

Career development initiatives at the Home Office ensure that all staff groups have equal access to promotion and development opportunities, and are able to be fully productive in their work. For more details on this please see page 16.

The Home Office started collecting monitoring data on sexual orientation in 2007 when it introduced an Employee Self Serve system to allow staff to update their personal details. Since then it has pushed to increase the number of staff declaring their sexual orientation through a variety of initiatives led by the Permanent Secretary, Sir David Normington. Information from monitoring exercises leads to specific actions, such as setting targets for LGB representation at the top levels of the organisation.

Finally, the Home Office and its agencies have taken their wider responsibility to LGB people in the justice system seriously. This year, the UK Border Agency accepted the recommendations of Stonewall's *No Going Back* research and has begun to deliver new training to caseworkers on how to deal appropriately with the asylum claims of LGB people. The Home Office also supported the publication of the Stonewall guide, *Blow the Whistle on Gay Hate*, encouraging victims of homophobic hate crimes and incidents to report them to the police.

## AWARD WINNERS 2011<sub>cont</sub>

### PRIVATE SECTOR EMPLOYER OF THE YEAR

#### LLOYDS BANKING GROUP

Perhaps the most impressive story behind Lloyds Banking Group's achievement is that the organisation was only formed in 2009. Lloyds TSB had previously been a steady high performer in Stonewall's Top 100 Employers since 2007, and won in 2009. HBOS also has consistently placed in the Top 100. The merger of these two organisations could easily have pushed diversity issues to the bottom of the priority pile, particularly given the recent banking crisis. However, the group took the opportunity of major change to mainstream diversity into all areas of the business as it was newly forming. It wants to ensure that inclusiveness reaches every corner of the group, and ensure that talent in any form is not lost.

Early on in the merger, Lloyds launched its LGBT Network – Rainbow – across the group through a multi-channel communications campaign that included staff induction, posters and publicity on the group's intranet. The group has increased the level of diversity training for managers, focusing on continual development and embedding diversity into its management development framework.

Lloyds Banking Group takes its brand, reputation and lesbian, gay, bisexual and transgender (LGBT) consumers seriously too and, in a first for any UK bank, it featured LGBT customers in a mainstream advertising campaign.

With strong leadership from Executive Sponsor, Helen Weir, Group Executive Director of the Retail Division, LGBT equality is driven from the top down as well as bottom up through the organisation. Furthermore, the group has incorporated suppliers into its diversity work, pushing them beyond mere legal compliance to a better understanding of what it takes to win business in modern Britain.



I'm passionate about my role as Executive Sponsor for sexual orientation. It makes sound commercial sense that Lloyds

Banking Group should aim to be the best place to work – and bank – for LGBT people. This fantastic accolade shows we are another step closer to our goal! I'm proud of our progress and look forward to continuing our journey.

Helen Weir

**Group Executive Director of the Retail Division  
Lloyds Banking Group**



For details of the Employee Network Group of the Year 2011, please see page 14

## MOST IMPROVED EMPLOYER

### BAKER & MCKENZIE LLP

Baker & McKenzie is recognised as the employer who has improved more than any other in the last year. The organisation has implemented many changes to its policies and procedures, ensuring that sexual orientation does not affect employee benefits. The organisation now cites specific examples of LGB bullying and harassment in its Dignity at Work policy and ensures that all business partners are briefed on the Stonewall guide to *Preventing the Bullying and Harassment of Gay Employees*.

The company has increased its awareness-raising initiatives for all staff, and in 2010 introduced the 'Listening Ear' initiative to raise awareness of the mentoring scheme available to staff – advertising it throughout the business. Baker & McKenzie has also worked collaboratively with the Interlaw Diversity Forum and co-hosted an event on being 'out' in the legal profession.

The organisation truly understands the importance of diversity in attracting talent, and has a rigorous system to monitor sexual orientation and the experience of LGB staff throughout the entire employment cycle. Its career development opportunities have been reassessed specifically to include LGB people and to help connect staff to senior partners.

Finally, the company has increased its engagement with the general LGB community, boosting both its reputation and brand. This improvement is a testament to the business's commitment to LGB equality.



Gary Senior  
**Managing Partner**  
**Baker & McKenzie LLP**

We are delighted and proud to receive the Most Improved Employer Award. Not only does it reflect the work we have done in this area over a number of years, it is also a result of the outstanding contribution of our Baker LGBT network members. Success in the Workplace Equality Index illustrates our commitment to maintaining a culture that is respectful of all differences and which enables people to be the best they can be.



# BRITAIN'S TOP 100 EMPLOYERS FOR LESBIAN, GAY AND BISEXUAL STAFF

The following are the Stonewall Top 100 Employers in Britain for lesbian, gay and bisexual people in 2011. These organisations have scored the highest on Stonewall's 25-question Workplace Equality Index designed to measure equality in the workplace, and have been able to demonstrate their best practice with supplementary evidence.

1	Home Office ●	26	Kent Police
2	Lloyds Banking Group ▲	26	North Wales Police
3	Ernst & Young ●	28	Manchester City Council ●
4	Hampshire Constabulary ★	28	Newcastle City Council
5	IBM ▲	30	Cheshire Constabulary
6	Goldman Sachs ★	30	Leicestershire County Council
7	East Sussex County Council ★	30	Pinsent Masons LLP ✓
8	Brighton & Hove City Council ★	33	American Express
8	HM Revenue & Customs ★	33	Nacro ▲
10	Barclays ★	35	British Transport Police
11	Gentoo Group	35	Southend-on-Sea Borough Council
12	London Borough of Tower Hamlets ★	35	Thames Valley Police
12	Nottinghamshire Healthcare NHS Trust ✓	38	Cardiff County Council
14	London Borough of Islington	38	Derby City Council
15	Accenture ★	38	Kirklees Council
16	Foreign & Commonwealth Office ★	38	West Mercia Constabulary
16	Transport for London ★	42	Aviva
18	Environment Agency England and Wales	42	Hogan Lovells
19	Simmons & Simmons ✓	42	The National Assembly for Wales
20	Sussex Partnership NHS Foundation Trust	45	Baker & McKenzie LLP
21	Citizens Advice ★	45	Suffolk Constabulary
21	Metropolitan Housing Partnership ★	47	Royal Bank of Scotland Group
23	London Borough of Hackney		
24	Gloucestershire County Council		
24	Merseyside Police		



48	Liverpool John Moores University	72	Eversheds LLP
48	Suffolk County Council & Customer Services Direct Ltd	72	North East Ambulance Service NHS Trust
50	Crown Prosecution Service England and Wales ★	76	Bristol City Council
50	Herbert Smith LLP	76	Essex Police
50	Hertfordshire Partnership NHS Foundation Trust	76	Skillset Sector Skills Council
50	Your Homes Newcastle	76	Victim Support England and Wales
54	Credit Suisse ★	80	Cardiff University
54	NHS Tower Hamlets	80	Department for Work and Pensions
54	West Yorkshire Police	80	Leeds City Council
57	National Audit Office	80	London Borough of Waltham Forest
57	Newham College of Further Education	84	Barnardo's
57	West Sussex County Council	84	Lothian & Borders Police
60	Core Assets Group	84	Sussex Police
60	Tyne & Wear Fire & Rescue Service	87	Birmingham City Council
60	University of Salford	87	Clydesdale Bank
60	West Yorkshire Fire & Rescue Service	87	Imperial College London
64	Bury Council	90	Deloitte
64	Dyfed Powys Police	90	University of Cambridge
64	Sheffield City Council ★	90	Warwickshire County Council
64	The Co-operative	93	East Sussex Fire & Rescue Service
68	Derbyshire County Council	93	Irwin Mitchell Solicitors
68	J.P. Morgan ★	93	ITV plc
68	Knowsley Housing Trust	93	Rugby Football League ▶
68	South Wales Police	97	National Grid
72	Brighton & Sussex University Hospitals NHS Trust	97	Procter & Gamble UK ★
72	Department of Health	97	Royal Air Force
		100	Kent County Council



**KEY**

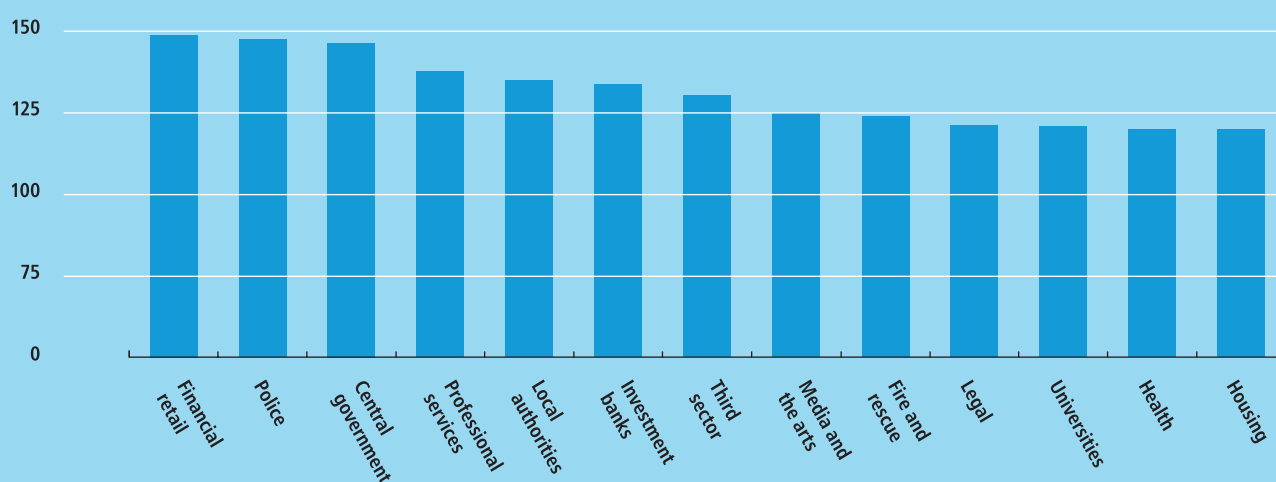
- ▲ Previous Winner
- Previous Network Group of the Year
- ✓ Previous Most Improved
- ▶ New Sector Entry
- ★ Consistent Top Performer since 2006

## TOP EMPLOYERS BY SECTOR

The *Stonewall Top 100 Employers 2011* showcases employers from a broader range of sectors than ever before, with organisations from 20 different industries represented. New industries represented this year include sport and the armed forces. Many employment sectors, including universities, health and the third sector, are now sufficiently well-represented in the Top 100 to enable us to select the five highest-performing organisations in the sector.

In 2011 the top performing sector in our Workplace Equality Index, which forms the basis of the Stonewall Top 100 Employers is financial retail, with an average point score of 147 out of a possible 200 points. The joint lowest-performing sectors are health and housing, with an average point score of 98.

Index sector averages 2011 (score out of 200)



### SECTOR HIGH FIVES

#### CENTRAL GOVERNMENT

- 1 Home Office
- 2 HM Revenue & Customs
- 3 Foreign & Commonwealth Office
- 4 Department of Health
- 5 Department for Work and Pensions

#### FINANCIAL RETAIL

- 1 Lloyds Banking Group
- 2 Barclays
- 3 Aviva
- 4 Royal Bank of Scotland Group
- 5 Clydesdale Bank

#### UNIVERSITIES

- 1 Liverpool John Moores University
- 2 University of Salford
- 3 Cardiff University
- 4 Imperial College London
- 5 University of Cambridge

#### HEALTH

- 1 Nottinghamshire Healthcare NHS Trust
- 2 Sussex Partnership NHS Foundation Trust
- 3 Hertfordshire Partnership NHS Foundation Trust
- 4 NHS Tower Hamlets
- 5 Brighton & Sussex University Hospitals NHS Trust
- 5 North East Ambulance Service NHS Trust

#### LEGAL

- 1 Simmons & Simmons
- 2 Pinsent Masons LLP
- 3 Hogan Lovells
- 4 Baker & McKenzie LLP
- 5 Herbert Smith LLP

#### LOCAL AUTHORITIES

- 1 East Sussex County Council
- 2 Brighton & Hove City Council
- 3 London Borough of Tower Hamlets
- 4 London Borough of Islington
- 5 London Borough of Hackney

#### POLICE

- 1 Hampshire Constabulary
- 2 Merseyside Police
- 3 North Wales Police
- 4 Kent Police
- 5 Cheshire Constabulary

#### THIRD SECTOR

- 1 Citizens Advice
- 2 Nacro
- 3 Core Assets Group
- 4 Victim Support England and Wales
- 5 Barnardo's

#### SCOTTISH ORGANISATIONS

- 1 Lloyds Banking Group
- 2 Barclays
- 3 Royal Bank of Scotland Group
- 4 Lothian & Borders Police
- 5 Clydesdale Bank

#### WELSH ORGANISATIONS

- 1 Environment Agency England and Wales
- 2 North Wales Police
- 3 Cardiff County Council
- 4 The National Assembly for Wales
- 5 Crown Prosecution Service England and Wales

### TOP TEN PUBLIC AND PRIVATE EMPLOYERS

#### TOP 10 PUBLIC SECTOR EMPLOYERS

- 1 Home Office
- 2 Hampshire Constabulary
- 3 East Sussex County Council
- 4 Brighton & Hove City Council
- 5 HM Revenue & Customs
- 6 Gentoo Group
- 7 London Borough of Tower Hamlets
- 7 Nottinghamshire Healthcare NHS Trust
- 9 London Borough of Islington
- 10 Foreign & Commonwealth Office
- 10 Transport for London

#### TOP 10 PRIVATE SECTOR EMPLOYERS

- 1 Lloyds Banking Group
- 2 Ernst & Young
- 3 IBM
- 4 Goldman Sachs
- 5 Barclays
- 6 Accenture
- 7 Simmons & Simmons
- 8 Pinsent Masons LLP
- 9 American Express
- 10 Aviva
- 10 Hogan Lovells

## EVALUATION CRITERIA AND CASE STUDIES

### 1: POLICY AND PRACTICE

Strong and robust policy underpins an effective approach to tackling workplace discrimination. From ensuring equal access to partner-inclusive benefits to preventing bullying and harassment, policy is the foundation of a working environment that respects all individuals. Employers will ultimately be more successful if they can create a culture where diversity is acknowledged, and where people are truly valued.

Organisations that succeed in this will:

- ★ **become employers of choice for talented people who want to work in a progressive and ethical workplace**
- ★ **retain the best people, and use their talents to the full**
- ★ **increase employee morale and job satisfaction, and therefore productivity**
- ★ **send powerful signals about being modern and forward-looking, preventing prejudice and discrimination from undermining effective performance**
- ★ **reinforce their reputation as industry leaders in competitive markets.**

Part one of our Workplace Equality Index explores policy in detail across seven question areas, from strategy to leadership and implementation. It represents 25 per cent of the total marks available.

### WRITTEN POLICY

Sexual orientation should be fully integrated into equality and diversity policies and strategies. Every employer in the Stonewall Top 100 has linked explicit references to equality for lesbian, gay and bisexual (LGB) employees to their business or service outcomes. Ninety-nine of the Top 100 Employers had reviewed their strategy or action plan at board level in the past year.

### RESOURCE AND ACCOUNTABILITY

Every Top 100 Employer has a team or individual who is responsible for delivering an inclusive working environment for LGB employees. The best employers ensure that the work of diversity staff is well-structured and fully integrated into its business practices, with access to and buy-in from senior decision makers.

### LEADERSHIP

Organisations that wish to promote the value and importance of diversity must provide leadership and create a climate where everyone's potential can be realised, for the benefit of the staff and also for the business.

Many employers have appointed a senior champion for LGB equality in their organisation. A champion doesn't have to be lesbian, gay or bisexual themselves, but should provide active and visible support to LGB colleagues. For example, Goldman Sachs specifically has an Ally Programme in which non-LGB people champion LGB issues in the business. To be successful and credible, initiatives to promote an inclusive working culture need to be endorsed and validated by senior leaders.

Eighty-seven of the Top 100 Employers have a nominated champion at their most senior level of management – board level or equivalent. To see an example of one such champion, please see the Accenture case study on page 12.

This year, Top 100 Employers have demonstrated how their senior leaders advocate LGB equality. For example, these champions have promoted initiatives to tackle anti-gay bullying and harassment, endorsed an employee support network and supported exercises to monitor the experience of their LGB staff. Four in five senior diversity champions have engaged with all staff to provide a strong leadership message on equality for LGB colleagues. And more than 90 of the Top Employers have sought to promote equality at board-level meetings.

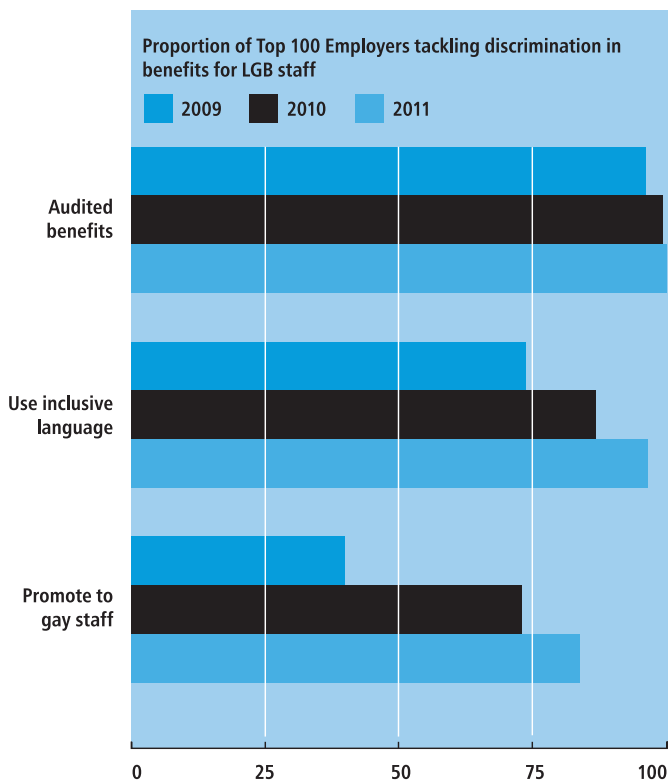
## POLICY REVIEW

Top 100 Employers ensure that their recruitment, benefits and HR policies and procedures are fully inclusive by conducting regular policy audits. This helps organisations to ensure they

are complying fully with the Equality Act, and not directly or indirectly discriminating against employees on the grounds of their sexual orientation.

## EMPLOYEE BENEFITS

Benefits and conditions are important motivators for employees. Every Top 100 Employer has reviewed their benefits package to ensure they are fully inclusive – including pensions, parental and adoptive parental leave, discounts on company services and private healthcare. As a result of the Civil Partnership Act 2004, it is important that organisations are explicit about how same-sex partners are included in benefits. In 2011, four in five Top 100 Employers are taking steps to promote inclusive benefits to their LGB staff to ensure appropriate take-up. This has increased from two in five Top 100 Employers in 2009.



## TRIBUNALS

The Index monitors whether employers have had an employment tribunal hearing against their organisation that included a complaint on the grounds of sexual orientation. Where this complaint has been upheld, marks are deducted from the organisation's overall score.

## BULLYING AND HARASSMENT

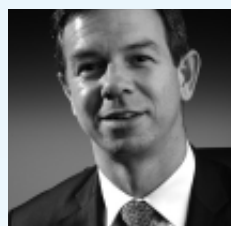
Anti-gay harassment in the workplace is demotivating and unlawful. It can take the form of being ignored or excluded, physically or verbally abused, 'outed' as gay, or made the subject of jokes and offensive remarks. Extreme cases involve violence, forced resignation or unfair dismissal. Nearly one in five lesbian and gay people – almost 350,000 employees in Britain – say they have experienced bullying from their colleagues because of their sexual orientation (*Serves You Right*, Stonewall 2008).

Every employer in the Top 100 explicitly prohibits anti-gay bullying in their harassment policy, and nine in 10 provide clear definitions of harassment and examples of unacceptable behaviour, including anti-gay bullying and harassment. Many LGB people are reluctant to complain, perhaps because they believe complaints will not be taken seriously or that making a complaint would force them to come out as gay, possibly leading to further harassment.

More than 90 per cent of the Top 100 Employers have taken steps to remove the barriers that LGB staff can face when reporting bullying and harassment. Examples include anonymous reporting, confidential whistleblowing programmes, staff network groups and having LGB trade union representatives. This has grown from just 60 per cent of the Top 100 Employers in 2009. Three-quarters (76 per cent) of these higher achievers ensure they collect information on the nature of bullying and harassment complaints, including whether the complaint relates to sexual orientation.

## CASE STUDY – SENIOR LEADER

### PATRICK ROWE, ACCENTURE

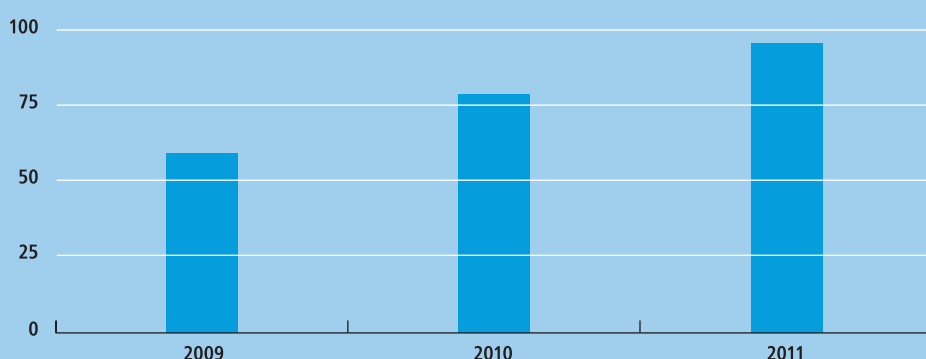


Senior leadership is vital to an organisation's overall success in creating a culture of inclusion. It can make the difference between box ticking and real cultural change. Strong senior leaders provide a visible representation of an organisation's commitment to LGB equality to all staff, customers and service users.

At Accenture, Patrick Rowe, Director of Legal Services for the UK and Ireland, is such a champion. Patrick engages with the board on LGB equality issues and helps to create strategies that have real impact throughout the organisation, through his continual contact with the LGB network. These strategies are then communicated to managers through awareness-raising sessions on LGB culture, both in and out of the workplace. Because he believes the message of LGB equality is too important to miss, Patrick set up a special phone recording system for those who aren't able to physically attend the awareness-raising sessions.

Patrick has also hosted a series of networking dinners between senior executives and LGB staff, offering career development opportunities for staff and further access to senior colleagues. He represents Accenture outside the organisation at LGB events, boosting the organisation's brand in the LGB community. He is a formal mentor for LGB staff, a strong and visible advocate for LGB equality in Accenture, and the epitome of what a senior LGB champion should be.

Employers undertaking work to encourage reporting of bullying and harassment (percentage)



## 2: EMPLOYEE ENGAGEMENT

Engaging with employees is a vital step towards creating an inclusive workplace culture. Employee engagement can include providing lesbian, gay and bisexual (LGB) colleagues with the support to feel comfortable being 'out' at work, or using internal communication channels to raise all employees' awareness of issues affecting LGB people. The business benefits of LGB equality include greater employee engagement, better service delivery to LGB customers, and additional opportunities for brand enhancement in competitive markets.

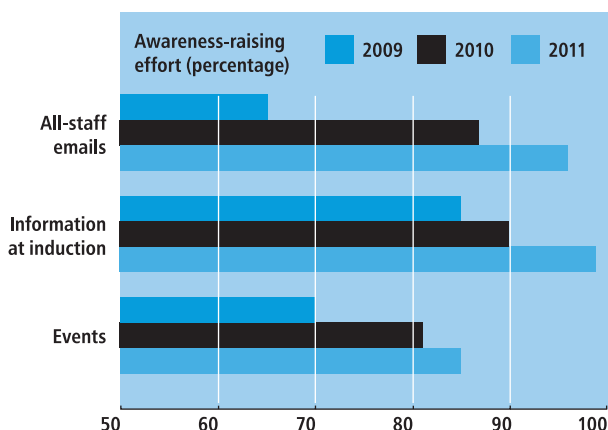
Part two of our Workplace Equality Index covers staff engagement in depth across three questions, including employee networks for LGB staff and all-staff engagement. It is worth 17 per cent of the total marks available in the Index.

### EMPLOYEE NETWORKS

An LGB employee network group is a formal mechanism to enable lesbian, gay and bisexual staff to come together to share information and support. These groups also offer employees a chance to network within an organisation and externally, with businesses and LGB community groups.

Establishing an employees network group demonstrates an organisation's commitment to diversity in the workplace. It tells employees that the organisation values its entire staff base, and recognises the need to support staff who may otherwise feel invisible. Networks can provide LGB staff with a voice, and offer an alternative means of support in the workplace.

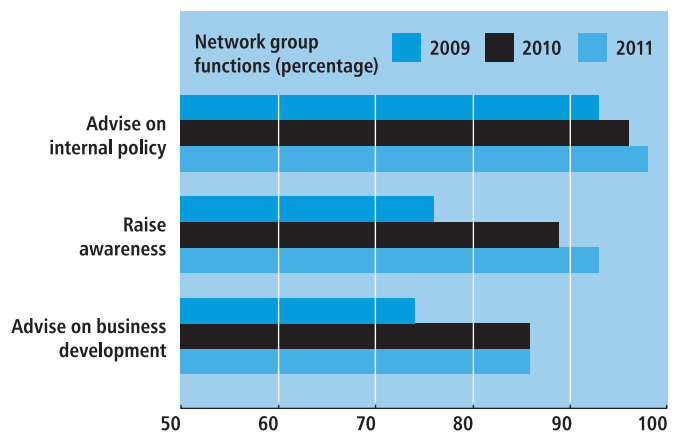
Employee networks can give employers a valuable mechanism for consulting LGB employees about employment practices and customer service, and also ways to engage with LGB clients, customers and potential recruits. Consulting LGB staff can help organisations avoid common pitfalls when implementing diversity initiatives.



Ninety-nine of the Top 100 Employers have an established employee network for LGB staff. More than nine in 10 networks are actively being engaged by the employer to:

- ★ consult on internal policy
- ★ provide social and other networking for LGB employees
- ★ raise awareness of equality issues among non-LGB staff
- ★ collaborate with other networks
- ★ maintain their own intranet resource
- ★ act as a point of contact for LGB staff with issues at work.

Leading employee networks are increasingly influential – 86 of the Top 100 have an employee network that advises on business and service outcomes.



### ALL-STAFF ENGAGEMENT

Only 36 per cent of LGB people feel that their straight colleagues have a good understanding of LGB workplace issues, the lowest rated issue in our staff survey. However, some organisations are making progress by engaging all staff on LGB issues. Many Top 100 Employers have an engagement programme to communicate with their staff on LGB issues. Communicating confidently and comfortably about LGB issues makes it clear this is a business matter, not a taboo or private issue. By publicising initiatives to support LGB colleagues, organisations can foster an open culture where LGB visibility becomes mainstream.

Every Top 100 Employer communicates with all staff on LGB issues in a wide range of ways. For example, 99 per cent provide new employees with information at induction related to LGB issues. Nine in 10 have included articles on LGB-related subjects in organisational newsletters.



## EMPLOYEE NETWORK GROUP OF THE YEAR

### SPECTRUM (BARCLAYS)

Barclays' LGBT Network, Spectrum, was started in 2002 and is now well-established, with more than 400 members across the group. Spectrum has been, and continues to be, instrumental in advising on business-critical initiatives such as introducing sexual orientation monitoring in global retail banking and working with suppliers by providing advice on improving services.

Spectrum works closely with the business and the group's diversity teams to raise awareness of key issues among all staff. For example, Spectrum members in Scotland held a series of 'lunch and learns' for all staff on being gay in the workplace, creating a safe environment for attendees to ask questions and learn more about the experiences of LGBT staff at Barclays. The network provides a strong centre of support for staff and is particularly innovative in career development for members, ensuring that events are not just focused in and around London. Spectrum also ran a legal seminar for colleagues, focusing on setting up and dissolving civil partnerships. This was open to partners as well as staff members and was well-attended. Furthermore, Spectrum ensures that work undertaken for or on behalf of the network is appropriately recognised in members' objectives and year-end reviews.

Spectrum's contribution is recognised at every level of the business, so much so that its chair, Jo Fraser, won Barclays Woman of the Year – a strong message of inclusion from Barclays, and a testament of Spectrum's strength.



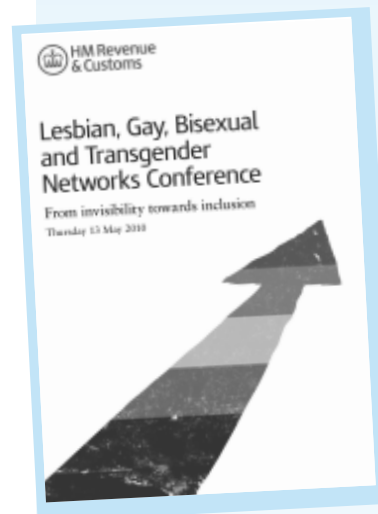
I am absolutely delighted that the Barclays Spectrum has been awarded Employee Network Group of the Year.

We work very hard throughout the year to be a force for good for our colleagues, community, customers and our company. Everyone involved in our network and across our company should take pride in this award.

Jo Fraser  
**Change Director**  
**Chair of Spectrum**  
**Barclays**

## CASE STUDY – AWARENESS-RAISING

### HM REVENUE & CUSTOMS



Raising awareness of LGBT issues is a crucial part of any organisation's bid to be a truly inclusive employer. It is important for an organisation to ensure the visibility of all groups in its branding, marketing, networking events, training and

communications. The strongest messages around LGBT inclusion come from organisations themselves and are strongly and unapologetically presented to all staff, not just aimed at LGBT staff.

HM Revenue & Customs (HMRC) held a lesbian, gay, bisexual and transgender (LGBT) conference, with the specific aim of using it as an awareness-raising and learning tool. To make sure the reach of the conference went beyond just those who were able to attend, HMRC filmed the event and produced a DVD for promotion across the organisation. It also produced a British Sign Language (BSL) version of the DVD, allowing all staff to have equal access to the material. The DVD is of particular use to managers as a learning item to use with colleagues in team meetings. It features inspirational and thought-provoking panel discussions, and a drama workshop.

The conference was promoted in HMRC's online 'Staff Newsroom', on the front page of its intranet, with a personal message from the Director General and LGBT network champion Mike Eland. Such a clear message from a senior director also showed all staff that LGBT issues are taken seriously at HMRC.

### 3: STAFF TRAINING AND DEVELOPMENT

Training is a valuable tool in raising awareness of lesbian, gay and bisexual (LGB) issues in the workplace, and should be aimed at all staff. Successful training will equip staff to foster an inclusive working environment, and reinforce the message that they do not need to tolerate discrimination of any kind.

Topics covered in training could include:

- ★ **current legislation and how it informs your policies and expected behaviours**
- ★ **awareness of LGB issues like 'coming out', recognising discrimination and the effects of stereotyping**
- ★ **intensive training for board members, managers or frontline staff on the leadership behaviours needed to promote diversity.**

Part three of our Workplace Equality Index covers staff training and development across five questions. It is worth 16 per cent of the total marks available.

#### TRAINING

Different groups of staff should be targeted for LGB-inclusive training. Managers and senior leaders should understand their key responsibilities in setting workplace culture, and training should inspire and equip leaders to act as inclusive role models. Interviewers and recruiters need to understand how discrimination can occur in the recruitment process, and apply recruitment methods consistently.

Almost all (93 per cent) of the Top 100 Employers offer LGB-inclusive training to all employees, and over half of the Top 100 has successfully delivered training to more than 90 per cent of their staff.

#### LINE MANAGERS

The best employers recognise their need to provide all managers with training and development that helps them to create a climate in which diversity, including in the sexual orientation of staff, is valued. Three-quarters (75 per cent) of the Top 100 Employers target line managers with advanced training that is directly relevant to their role as people managers.

#### CAREER DEVELOPMENT FOR LGB STAFF

Sixty-two organisations in the Top 100 Employers operate a formal mentoring scheme for LGB staff, which is either co-ordinated by an LGB employee network or enables participants to choose a mentor with the same sexual orientation as themselves.

Four in five Top 100 Employers offer a counselling service that is sensitive to issues faced by LGB people, such as offering specialist advice on adoption or the dissolution of civil partnerships.

## CASE STUDY – DIVERSITY TARGETS

### GOLDMAN SACHS

Goldman Sachs has effectively incorporated diversity as part of its annual performance review, reinforcing the message to all staff that this is an important focus for the organisation. It also provides an opportunity for senior members of staff to reflect and show how they have contributed to supporting diversity and ensuring it is respected and integral to all areas within the organisation.

The annual performance review process applies to all employees. The diversity competency states that a Goldman Sachs employee:

- ★ **is open to, and fosters, a work environment in which people of diverse backgrounds can excel**
- ★ **helps attract, develop and retain people of diverse backgrounds**
- ★ **is inclusive in conduct and communication; avoids and discourages the use of stereotypes**
- ★ **demonstrates a commitment to diversity**
- ★ **is sensitive to, and complies with, the firm's equal employment/opportunity policies prohibiting discrimination, harassment and retaliation.**

Bringing the impact and focus back to the individuals at the end of each year, the information from the annual performance review is taken into consideration during year-end compensation and promotion decisions.

## CASE STUDY – CAREER DEVELOPMENT

### THE HOME OFFICE

Career development opportunities are an important aspect of attracting and retaining the best talent, and should be equally accessible to every employee in an organisation.

One way of making sure that under-represented groups know that development opportunities are open to them is to explicitly say so. This has been true for attracting women and black and minority ethnic (BME) people, and over the last few years organisations have realised that this is also true for LGB people. The best method of ensuring that staff access these opportunities equally is to monitor the take-up, and follow through with initiatives to remove any potential obstacles.

The Home Office has explored innovative ways of ensuring that LGB staff are informed of development opportunities through SPECTRUM, their LGBT network group. Programmes are promoted specifically to LGB staff through awareness sessions, stalls and fortnightly messages to all group members about learning and development opportunities.

The organisation monitors the LGB staff take-up level of all development opportunities, and when no obvious obstacles presented themselves, the Home Office asked LGB staff about their experiences. Jonathan Sedgwick, Deputy Chief Executive of the UK Border Agency, organised and facilitated an Aspiring Leaders Event, open to all lesbian, gay, bisexual and transgender (LGBT) staff who wished to progress to the senior civil service. The event asked LGBT staff which learning and development opportunities did and didn't work for them, what barriers exist, and what support is needed to overcome them.

By not assuming that everyone knows their development opportunities are inclusive, and proactively communicating to LGB people that access to career development is equal and encouraged, the Home Office is a model of best practice. It is setting a strong foundation of diverse leaders within the workplace, and developing staff effectively – as individuals, groups with specific needs, and as a whole workforce.

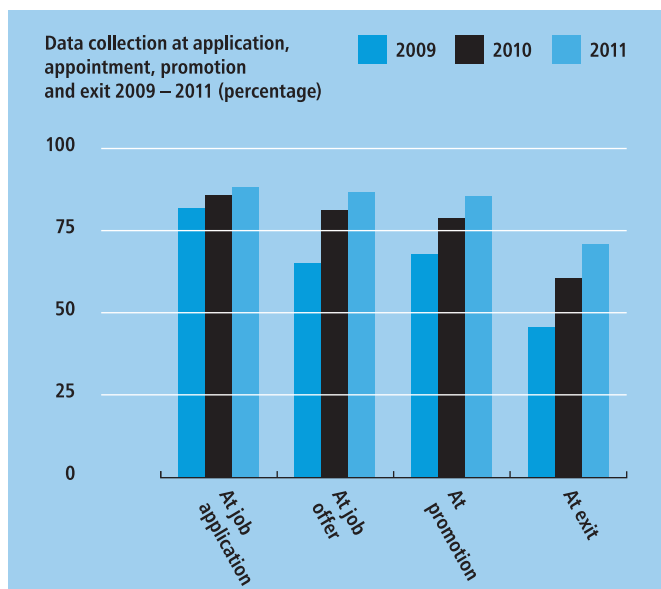
## 4: MONITORING

Monitoring and evaluation are central to ensuring that diversity initiatives are successful. As well as allowing organisations to check that their diversity policy is being implemented effectively, monitoring and evaluation also provide valuable management information. Through monitoring, an employer can manage its workforce more effectively, and improve its diversity strategy.

Monitoring diversity sends a strong signal to staff that an organisation takes diversity seriously, and this is especially true for sexual orientation. It is covered by five questions of our Workplace Equality Index, worth a total of 15 per cent of the available marks.

### DATA COLLECTION

Best practice organisations ensure that they can demonstrate equal representation of lesbian, gay and bisexual (LGB) staff throughout the employment cycle, from recruitment to exit interviews.



## RESPONSE RATES

Monitoring sexual orientation will only generate meaningful and reliable results when employees feel safe and confident disclosing their sexual orientation. The proportion of staff who declare their sexuality is a barometer of the effectiveness of an organisation's diversity measures.

There is still work to be done around increasing the average disclosure rate for sexual orientation, and as more organisations increase the visibility of LGB people in their policies, procedures and working environment, these rates are likely to rise.

### STAFF SURVEY

Many organisations investigate the workplace experiences of their employees through confidential staff attitude surveys. Almost nine in 10 of the Top 100 Employers monitor sexual orientation in their staff attitude survey, to capture the experiences of LGB staff.

## REPORTING

Organisations should use the outcomes of monitoring exercises to inform their approach to diversity, and not treat monitoring as an end in itself. By regularly reviewing monitoring data at senior management level and cascading information to managers, organisations can set targets and measure progress. By communicating to all staff the results of surveys and any proposed action, organisations can maintain employee engagement and encourage their participation in future monitoring activities.

## CASE STUDY – MONITORING FEEDBACK

### YOUR HOMES NEWCASTLE

Monitoring the make-up and experience of staff provides organisations with important information about their workplace culture. While asking the question is essential, the key aspect of monitoring is what is done with the information once it has been gathered. This monitoring data should inform organisations' diversity strategies at board level, and help managers set targets for effective working. Key findings and proposed actions based on monitoring data should both be clearly communicated to all staff.

Your Homes Newcastle's most recent staff survey discovered that LGB staff had less confidence in reporting harassment than expected. Taking quick action, a report was presented to the board – which decided that wider management needed to share in improving staff confidence. The Chief Executive held a series of meetings with the wider management team, discussing the results and possible improvements. They in turn took the results specific to their directorates back to their senior management teams, who returned with corporate action plans working across the organisation. By analysing the results of their staff monitoring, managers were able to identify areas where they could increase staff engagement at specific levels.

Once it had created action plans, Your Homes Newcastle fed back to all of staff on outcomes from the survey results. One of the methods to increase engagement is to show staff that their ideas very much form part of the organisation's cultural identity, by instituting a two-way process of feedback from staff on senior management team initiatives. Messages around LGB bullying and harassment were also reinforced in bulletins and team meetings.

Your Homes Newcastle was able to discover and address potential problems for its LGB people staff and take extra steps to promote an inclusive workplace culture. As a model of best practice, this proves that the work put in after a monitoring exercise is as important as the monitoring itself.

## CASE STUDY – MONITORING FEEDBACK

### LLOYDS BANKING GROUP

Lloyds Banking Group uses the data relating to sexual orientation collected through their quarterly colleague survey to identify gaps between LGBT and straight staff. This 'engagement index' forms a pivotal measure in the group's diversity strategy, enabling it to track issues closely and drive action plans which are endorsed at board level and cascaded throughout the organisation.

Because the survey is confidential and well trusted by staff, there is a massive response rate and an increasingly high disclosure rate around sexual orientation (more than 94 per cent). This also provides the group with very robust data about its large LGBT workforce – which can be reviewed by gender and sexuality, enabling a more targeted approach to addressing issues.

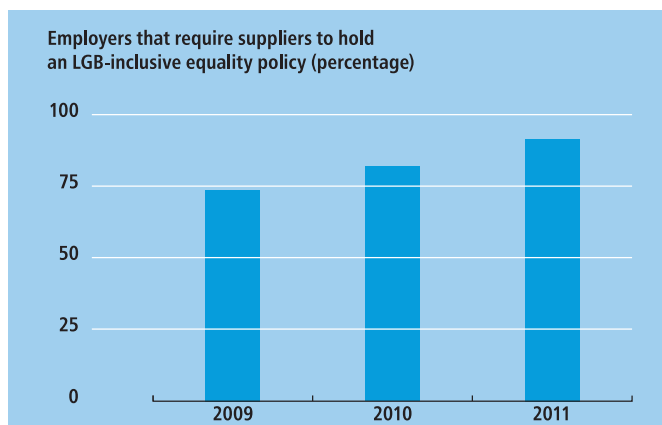


## 5: SUPPLIER POLICY

The supplier policy section of our Workplace Equality Index looks at the extent to which employers require contractors and partner organisations to comply with their policies and procedures on LGB equality and inclusion. It is worth 5 per cent of the total available marks.

By embedding equality and diversity in tendering, awarding contracts and contract management processes, employers protect themselves from the risk of engaging partner organisations who do not comply with equality legislation, and avoid exposing their own staff to discriminatory working environments.

Nine in 10 of the Top 100 Employers require their suppliers to hold LGB-inclusive equality and diversity policies, an increase from three-quarters in 2009.



## CASE STUDY – PROCUREMENT PROCESS

### HAMPSHIRE CONSTABULARY

Organisations should have high expectations from suppliers and contractors, as well as prospective employees. Having a procurement strategy that communicates its commitment to LGB equality to partner organisations is crucial in ensuring that an organisation's services and relationships are based on equality.

If equality and diversity are at the heart of everything an organisation does, they should be treated with the same importance as other business drivers such as finance or health and safety. By making a commitment to equality and diversity a part of their tendering processes, organisations make it clear that these principles are of fundamental importance.

As part of its procurement process, Hampshire Constabulary sends its own Fairness and Equality and Standards of Behaviours documents along with invitations to tender. This highlights the fact that LGB equality is important to the constabulary, and makes partner organisations aware of what is expected of them from the start. The legislation that informs these policies is clearly communicated, and partner organisations are required to have similar policies of their own.

If the partner is of a certain size, then in order to work for Hampshire Constabulary they become subject to the constabulary's standards of behaviour. Contractors and suppliers are required to provide evidence of their monitoring data and LGB-inclusive diversity training for all staff.

Suppliers and contractors are informed that during the life of a contract, equality and diversity criteria – including complaints of discrimination – will be evaluated with the same importance as any other terms of their service.

The organisation also issues a strong statement that any breach in equality and diversity will result in the termination or service or supply contracts. In the current competitive climate, Hampshire Constabulary's procurement process benefits the organisation, as well as partner organisations that may lag behind the constabulary in terms of best practice.



## 6: LGB COMMUNITY ENGAGEMENT

Progressive employers recognise that being lesbian, gay or bisexual (LGB) is not only relevant to the labour market – LGB people are also consumers and service users, representing a market estimated to be worth between £70–81 billion a year in Britain alone. For many LGB people, and also the wider population, an organisation's attitude towards the LGB community as a whole is as important as their behaviour as an employer.

The benefits of LGB community engagement for businesses include:

- ★ **increasing the presence of your brand in potentially lucrative markets**
- ★ **enhanced reputation and increased loyalty among customers and other stakeholders**
- ★ **greater attractiveness to potential talent**
- ★ **demonstrating that your products and services reflect the LGB community.**

## CASE STUDY – COMMUNITY ENGAGEMENT

SIMON RODGERS, AVIVA



A crucial part of showing commitment to LGB equality happens outside of the workplace. The LGB community is increasingly aware of organisations that claim to be LGB-friendly, but which are absent in the LGB community.

Brand identity is sometimes the only aspect of an organisation that customers, service users and potential talent have access to when deciding whether or not to be associated with an organisation. How you engage with the wider LGB community sends strong messages externally, but also to staff internally, of your commitment to LGB equality. Engagement comes in many forms, from advertising in the LGB and mainstream press, to strategically working within the community, to being the headline sponsor of LGB community events.

But monetary sponsorship is not the only way to support the LGB community. Besides its financial support to various LGB organisations, Aviva is an excellent example of supporting the wider gay community in other ways. The company supported the York LGBT Forum in organising York Pride 2010. Initially, Aviva gave the forum use of its meeting rooms and supplied them with materials to generate publicity for the event. Furthermore, Simon Rodgers, Aviva's LGBT network lead for York, volunteered to act as Event Director. Aviva gave Simon time during work hours to fulfil this voluntary role. The company also helped with advertising the event, resulting in a higher profile for Aviva in the LGB community and at pride events in Norwich and York.

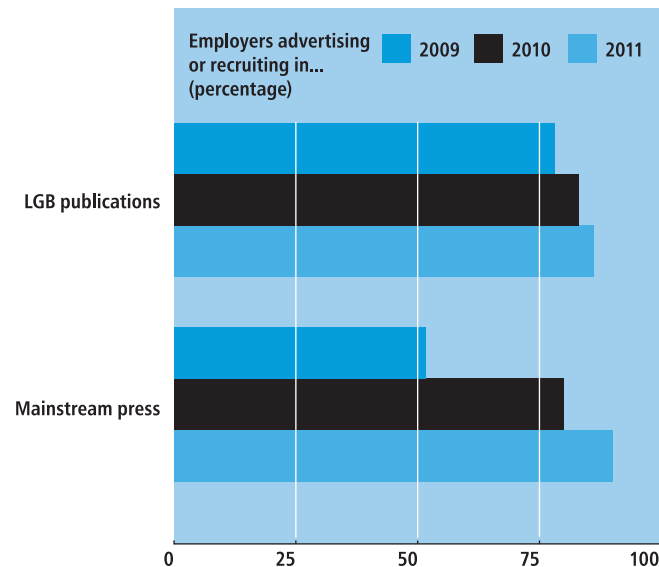
These actions speak volumes about the company's brand – Aviva is not afraid to be associated with the LGB community. It is an example of creative community engagement without massive cost implications, benefiting the business as much as the wider gay community.



Engaging with the LGB community also helps organisations to comply with the law – the Equality Act makes it illegal to discriminate against someone when providing them with goods or services because of their sexual orientation.

Part six of our Workplace Equality Index covers engagement with the LGB community – from organisations targeting LGB consumers and jobseekers, to supporting community groups and events. It is worth 10 per cent of the available marks.

Every employer in the Top 100 has reached out to the wider LGB community in some way in the past year. For example, all of the Top 100 Employers were represented in an official capacity at an LGB event, and four in five Top 100 Employers have undertaken strategic work to attract LGB consumers or service users.



## CASE STUDY – STRATEGIC SERVICE DELIVERY

### RUGBY FOOTBALL LEAGUE



Working strategically with LGB groups or in areas that affect the wider LGB community is an effective way to highlight under-representation of lesbian, gay and bisexual people in workplaces and other contexts. It also helps to change the way straight people engage with the LGB community.

What's more, the benefits of strategic engagement with the LGB community extend far beyond the organisation and LGB people.

To be effective, engagement activities need to be relevant to the organisation in question, perhaps by commissioning research into issues such as hate crime and the media, or uncovering the needs of the LGB community by working with youth groups or older LGB people.

Following *Leagues Behind*, the Stonewall report into anti-gay abuse in football, Rugby Football League (RFL) held a series of consultations with various lesbian, gay, bisexual and transgender (LGBT) groups and ground safety officers to explore the extent of homophobia in British sports. As a result, the need for a specific awareness-raising campaign relating to homophobia in sport became evident. RFL developed and launched their Guidance for Rugby League Clubs Challenging Anti Gay (homophobic) Abuse and Behaviour, as an educational tool for clubs. The guidance, part of the wider RFL Tackle IT! strategy, explains what homophobic language is, how to deal with it, and who can be victims of homophobia. It makes recommendations for clubs on tackling homophobia in the club and on match days. In response, Sheffield Eagles have developed a rugby shirt sponsored by Pride Sports and LGBT History Month, emblazoned with the slogan 'Homophobia Tackle IT!', which the team will wear at a game in 2011.

RFL realises that LGB men and women are as diverse a community as any other, and that homophobia can influence their willingness to participate in sport. The organisation's strategic work with the LGB community and sports groups sends a clear message that sport should be open to all. RFL's actions show that Rugby League is ready to meet that challenge and that the sport could be 'a whole different ballgame' for players, clubs and spectators.

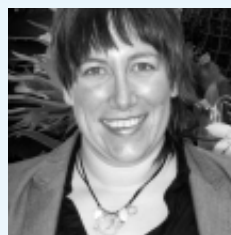
## 7: THE 'PINK PLATEAU'

Stonewall knows that significant barriers still exist for lesbian, gay and bisexual (LGB) people getting to the top of organisations and – more importantly – feeling able to be 'out' in these roles. Visibility at the senior levels of an organisation is a powerful indicator of equality and provides inspiration to other staff. Part seven of our Workplace Equality Index, the pink plateau, covers the presence of openly gay people in the organisation and is worth 6 per cent of the total available marks.

More than half of the organisations in the Top 100 Employers have an 'out' lesbian gay or bisexual person at their most senior level, and every organisation in the Top 100 has at least one openly LGB member of staff within their top three tiers. Ninety eight of the Top 100 Employers have an openly LGB role model who may act as a mentor, speak at events or be profiled in internal communications.

## CASE STUDY – SENIOR LGB ROLE MODEL

### LISA PINNEY, ENVIRONMENT AGENCY WALES



Having an 'out' senior LGB role model can provide a range of benefits to an organisation and is a clear visual role model for staff members. To be successful

LGB role models, senior staff need have a role that is integral to the organisation, while being able to support LGB initiatives. At the Environment Agency (EA) one of the senior LGB role models is Lisa Pinney, Head of Strategic Co-ordination and a graduate of Stonewall's Leadership Programme.

Communication to staff at all levels is a priority for any LGB senior role model. At the EA, Lisa advises the Chairman, Chief Executive and board members on LGBT issues, and ensures that diversity messages are inclusive. This is fed into the organisation's National Diversity Strategy Group, where Lisa leads the LGBT diversity portfolio. She meets monthly with the head of the LGBT network and has regular meetings with HR, communications and others with a remit for ensuring diversity to facilitate continuous improvement. This work is framed by a clear organisational action plan, so progress can be monitored and reported back.

Informal engagement with other network groups is a key way to ensure that LGB issues are continuously incorporated into all areas of an organisation's policy and practice. Meeting with other staff network groups enables Lisa to share best practice learned through the LGBT network. For example, the work done with Stonewall on career development and the 'double-glazed glass ceiling' is also relevant to the EA women's group. Lisa also meets with diversity leaders from other organisations to learn from them and share good practice.

Lisa raises awareness of LGBT diversity across the agency as a whole. She has spoken at management team meetings and regional events. This promotes the Environment Agency's business objectives for diversity, reinforcing the fact that people perform better when they can be themselves. Creating greater awareness within organisations helps to build a culture of respect and understanding. It also provides a safe space for staff not involved with LGB networks to raise questions and get information about issues and opportunities affecting their colleagues, friends, family or children.

## 8: STAFF SATISFACTION SURVEY

For the third year, Stonewall asked employers participating in our Workplace Equality Index to seek feedback directly from their lesbian, gay and bisexual (LGB) staff. Employers distributed a short survey to their LGB employees to be returned confidentially to Stonewall. The survey asks nine short questions covering key metrics of LGB-inclusive workplaces, including:

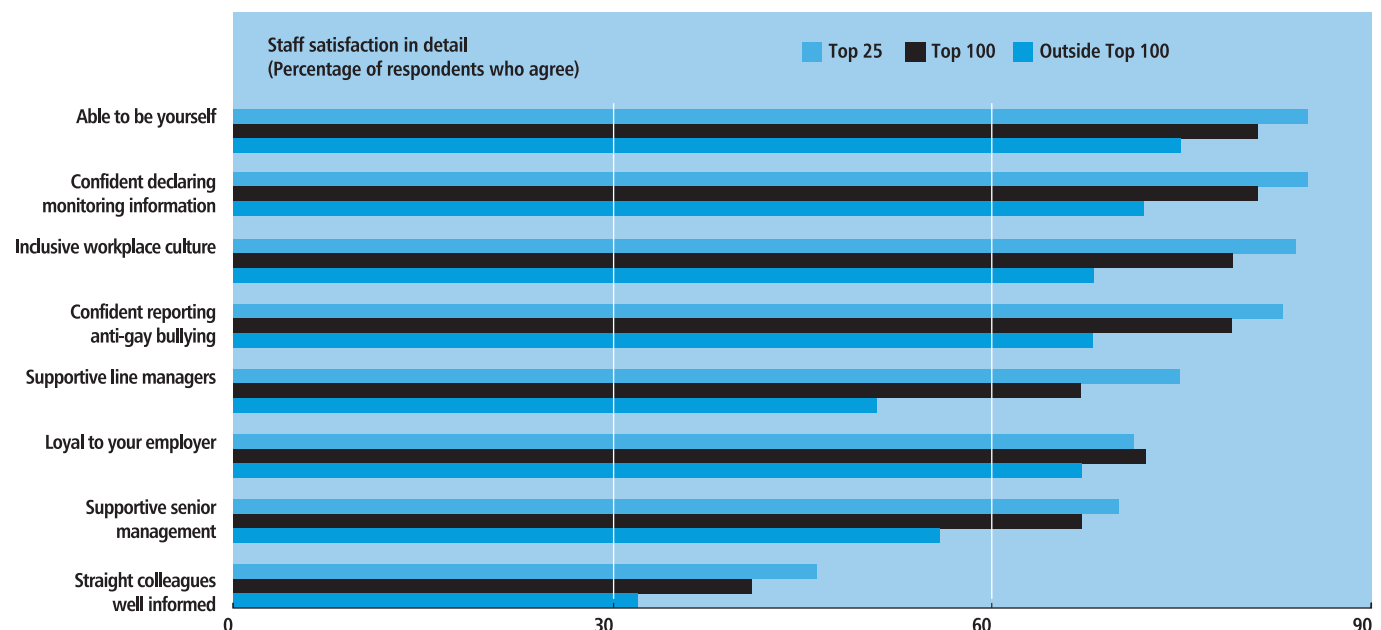
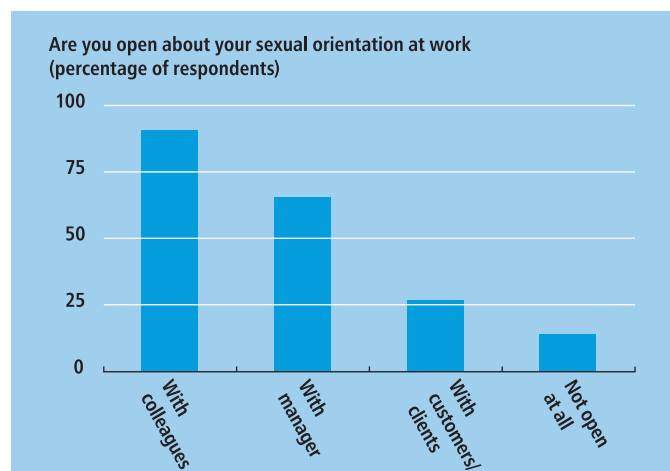
- ★ **being open about your sexual orientation with colleagues**
- ★ **confidence in reporting anti-gay bullying**
- ★ **having well-informed heterosexual colleagues**
- ★ **support from line and senior management**
- ★ **loyalty to your employer.**

More than 9,100 individual LGB staff members completed the survey, an increase of almost 3,000 since the survey began in 2009. Responses are collated and analysed by Stonewall and feed directly into the marking and overall assessment of the Index, used to assess the Top 100 Employers for 2011. The results of the survey are worth up to 3 per cent of the total marks available.

### RESULTS IN DETAIL

Feeling able to be open about their sexual orientation is the most significant determinant of an individual's overall satisfaction with their employer – being 'out' with all colleagues strongly correlates with higher satisfaction with workplace culture, greater confidence about challenging homophobia and favourable perceptions of managers. However, some groups of LGB people are less likely than others to be open about their sexual orientation at work. Six per cent of lesbians and gay men say that they are not 'out' at all at work, compared to 46 per cent of bisexual women and 56 per cent of bisexual men.

The results of our 2011 staff survey show that high performing organisations have managed to narrow these gaps more effectively. For the third year running, Top 100 Employers outperform employers ranked outside of the Top 100 on all measures. Furthermore, LGB employees of the Top 25 Employers are the most satisfied.



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## LOOKING AHEAD

The Workplace Equality Index assessment criteria have been fixed for three years. In 2009, fully-revised criteria introduced greater depth and new topics to the Index, covering issues such as diversity-specific development of line managers and career development for lesbian, gay and bisexual (LGB) staff.

Ahead of our Workplace Equality Index 2012, Stonewall will revise and update the Index criteria again. This revision will aim to:

- ★ reflect evolving good practice supporting LGB employees
- ★ challenge both high performers and employers just beginning to tackle workplace discrimination
- ★ recognise innovation and thought leadership
- ★ address inequality within the LGB population, and examine how employers support gay men, lesbians and bisexual people as distinct groups
- ★ profile emerging sectors, and reward sector-specific innovation
- ★ recognise best practice for global employers with a significant presence in the UK.



# DIVERSITY CHAMPIONS PROGRAMME

## WORK WITH STONEWALL AND REALISE THE BENEFITS OF DIVERSE WORKPLACES

Our Workplace Equality Index is the definitive benchmarking tool from which we publish the annual Stonewall Top 100 Employers for the 1.75 million lesbian, gay and bisexual (LGB) employees in Britain. The Index provides a rigorous evidence-based model of good practice and challenges employers to improve their performance for LGB staff.

As well as challenging employers, we also help them to develop solutions through our Diversity Champions Programme, Britain's leading good practice forum on sexual orientation in the workplace. The Diversity Champions Programme works with 600 major employers, across many sectors, in developing and sharing good practice – providing an exclusive, members-only network of expertise and contacts.

Members benefit from a dedicated client account manager in Stonewall's Workplace Team, an annual Workplace Equality Index benchmarking meeting and tailored advice to enable your progress as a diverse employer. Stonewall's seminar programme provides the latest good practice on topical issues, and our workplace guides and research publications provide expert guidance.

Stonewall's annual Workplace Conference provides an impressive line-up of keynote speakers and masterclasses to enable you to be at the leading edge of good practice. And the Stonewall Leadership Programme, organised in partnership with Ashridge Business School, is a unique professional development opportunity to develop next-generation leaders as part of your talent management strategy.

Other Stonewall membership benefits include free and exclusive entry to our *Starting Out* recruitment guide, which is circulated to every UK University and online. Use of the Stonewall logo and sponsorship opportunities also help to build your brand reputation in the LGB community, in competitive markets and in the communities you serve. At £2,000 per annum, membership represents value for money and a cost-effective way of implementing employers' responsibilities under the Equality Act 2010.

The best employers recognise that people perform better when they can be themselves and acknowledge the business-critical role of equality and diversity in enabling this. To find out how Stonewall can help your organisation, please get in touch. We'd be delighted to talk with you.

Congratulations to all our Diversity Champions who made it in to the Top 100 this year and thank you for everything that you do for equality.



David Shields  
**Director, Workplace Programmes**